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Appendix A

FOURTH DRAFT

7 December 1951

SELECTION CRITERIA FOR PARTICIPATION IN CIA CAREER SERVICE PROGRAM

1. INTRODUCTION

A basis for planning was agreed upon as suitable, feasible and desirable.

The bulk of CIA employees, both graded and ungraded, who have completed two years' satisfactory service, should immediately become eligible for participation in the Career Service Program.

2. RECOMMENDATION

A. CIA civilian employees satisfying the following requirements shall be eligible to participate in the Career Service Program:

- (1) Staff employee or staff agent status.
- (2) Not less than two years' continuous, satisfactory service.
- (3) High school graduate or equivalent as determined by his Office Board.
- (4) Security clearance, including polygraph, certified by I&S Office. Waiver on polygraph acceptable only if granted by, and until such date as set by, I&S Office.

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- (6) Written statement of intent to make a career of employment with CIA, including willingness to serve in any [REDACTED] overseas CIA post for which by Agency determination qualified jobwise and physically.

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B. Eligibility to participate in the Career Service Program shall be determined only on the basis of the above-named requirements. It is to be noted particularly that:

- (1) No age limitations are set.
- (2) Civil Service Commission certification is not required.
- (3) No physical standards beyond those regularly used for Agency employment are required for participation in the Career Service Program and special physical examinations for this Program as distinct from normal employment are not contemplated.

3. DISCUSSION

A. Re Introduction

The planning bases laid down in INTRODUCTION stem from two major aims:

- (1) To banish from employees' minds the fear that the Career Service Program is a scheme for creating and nurturing an elite corps of a favored few.
- (2) To make the incentives and benefits of the Career Service Program available to the bulk of Agency employees who demonstrate potential and interest in long-term CIA employment.

The fundamental two-year GS-5 limit for participation was selected because:

- (1) It meets the stated aims. (Records of the past two years show that 40 % of CIA (GS group) employees are GS-5 or higher and also have had at least two years' continuous employment.)

- (2) It includes the upper clerical segment, a sound morale feature.

- (3) It eliminates wasteful processing of employees who constitute

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a relatively rapid turnover group (Records of the past two years show that % of CIA (GS group) separations have been below the GS-5 level.)

(4) It sets a reasonable period (two years) at the end of which an employee knows whether or not he can plan on the benefits of a CIA career. A longer period was considered, but rejected because of the competing incentives of a wide variety of non-CIA jobs in Washington.

(5) It treats the CPC group in a special category for the reasons stated in INTRODUCTION.

B. Re "Staff employee or staff agent status"

This stops the obviously inappropriate inclusion in the Career Service Program of contract, consultant, and special agent categories. It embraces those who work full-time with no predictable short-term connection.

C. Re "Not less than two years' continuous, satisfactory service"

This tightens the basic two year concept through the requirement of continuous service. It was agreed that this additional requirement was in Agency interest and would not impact unfavorably on persons genuinely interested in career employment.

D. Re "GS-5 or higher rating"

No further comment.

E. Re "High school graduate as minimum or passing an equivalent examination"

Comments on the originally proposed "Career Corps" have indicated fears that too great emphasis was placed on academic background as opposed to on-the-job success. Further, this working group's recommendations broaden the potential career corps group to include many lower GS ratings who will often not be college graduates but who nevertheless have the potential for

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a CIA career. Consequently, a college degree requirement was rejected. It was agreed, however, that with today's opportunities for a high school education or for acquiring its equivalent through experience, Agency interest demands this minimal standard.

F. Re "Security clearance including polygraph certified by I&S"

This requirement leaves control of security requirements with the Security Chief. It assumes that polygraph for all careerists is desirable, but permits I&S to adjust work load through waiver of individual polygraphs for so long as it wishes. This has been cleared informally with I&S (Mr. [REDACTED])

G. Re "Written statement of intent to make a career of employment with CIA"

A successful career service program should build within the Agency an ever increasing body of employees with training, broad experience and education superior to those of most other government Agencies and Departments. There can be expected therefore a tendency to proselyte CIA careerists on the one hand and on the other a growing temptation for CIA careerists to accept a here-and-now promotion with another Agency to grades which CIA vacancies would not then permit. Therefore, this requirement is set: not as a legal preventive but as the only feasible measure, a moral deterrent.

H. Re "Written statement of willingness to serve in [REDACTED] overseas CIA posts for which by Agency determination qualified jobwise and physically."

Again this is no legal binder since in the final analysis any employee may reject an Agency decision on [REDACTED] overseas employment and resign. But it does seem reasonable to ask that an employee who wants a CIA career be willing, if qualified jobwise and physically, to serve away from Washington,

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D. C., for some periods. CIA can operate only by staffing a complex of world-wide areas. It must, therefore, make its career service incentive strong enough to attract and hold many persons who want jobs that are not run-of-the-mine government chores in a tidy and secure niche cemented to a single geographical point. Other things equal, a person so willing to serve is worth more to CIA and merits more from CIA. The "jobwise and physical" qualifications should operate to protect individuals from moves to assignments for which they are not suited, and the Agency from wasteful moving of its personnel.

4. COMMENT

It is emphasized that while the concept presented in this attachment insures that the bulk of CIA employees can participate in the Career Service Program, this participation is not a guarantee of immediate promotions or of ultimate grade levels for the various participants. Rather it means:

- (1) Codification of rights and benefits so that the employee knows where he stands and what he may reasonably plan for
- (2) Increased opportunity for training - within and outside CIA
- (3) Increased opportunity for rotation and a broadening experience.
- (4) Increased opportunity for education - within and outside CIA
- (5) Probability of qualifying sooner and more highly for the next promotion in line
- (6) Increased assurance that he will go as far as his ability justifies
- (7) Increased prospect of a richer work-life and a more diversified leisure-life.

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Appendix B

FOURTH DRAFT

7 December 1951

CENTRALIZATION OF SELECTION FOR PARTICIPATION
IN THE CIA CAREER SERVICE PROGRAM

I. INTRODUCTION

It was agreed to consider the subject of centralization of selection of candidates for participation in the Career Service Program in over-all, general terms as distinguished from the procedures of the selection process which will involve detailed consideration of such specific items as promotion policy, selection out, and so forth.

II. RECOMMENDATIONS

A. Policy respecting both the selection process and the operation of the Program should be centralized in a CIA Career Service Board, acting on behalf of CIA as a whole, while the mechanics of the selection process should be decentralized to [Office] Career Service Boards. The procedures and details of operation of the Program should be a primary responsibility of Assistant Directors and Office Heads. In order to provide further decentralization, if the size of a particular Office or comparable unit makes it necessary for efficient and equable processing, Assistant Directors or Office Heads should create additional, equally empowered boards as necessary.

B. CIA Career Service Board

1. Membership:
 - a. Deputy Director, CIA or alternate
 - b. Deputy Director, Plans or alternate
 - c. Deputy Director, Administration or alternate
 - d. Director of Training

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e. Assistant Director, Personnel

Secretariat (Career Development Staff:
Personnel Office)

2. Functions:
- a. Develops policy governing the Career Service Program for submission to the Director of Central Intelligence and serves as his advisor on all matters concerning the Program.
 - b. Advises, and reviews the functioning of, /Office/ Career Service Boards.
 - c. Reviews the functioning of the Career Service Program including:
 - 1) Approving, on a continuing basis, standards employed in the training and rotation programs.
 - 2) Acting as final board of appeal and adjudication in all Career Service matters involving /Office/ Career Service Boards, Agency Offices or comparable units and individuals.

c. /Office/ Career Service Board

1. Membership:
- a. Assistant Director or Deputy Assistant Director (or Office Head)
 - b. Staff or Division Chiefs (as appointed by Assistant Director or Office Head)
Secretariat (as appointed by Assistant Director or Office Head)

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The proceedings and actions of each Office Board, including the list of its members, will be available on a regular basis to the CIA Career Service Board. It is recommended that consideration be given to augmenting the Office T/O's, if necessary, in order to provide the necessary Secretariat.

2. Functions:
- a. Serves as advisor to the Assistant Director or Office Head and acts for him on all matters pertaining to the Career Service Program.
 - b. Approves or disapproves selection for initial participation in the Career Service Program.
 - c. Directs within the office, the application and functioning of the Career Service Program.

III. DISCUSSION

It was generally acknowledged that the current proposal for establishment of a Career Development Staff in the Personnel Office was sound and essential. With regard to the [Office] Career Service Boards, it was the opinion of the Selection Criteria Working Group that only Assistant Directors or Office Heads, their Deputies, and Staff and Division Chiefs should serve as members.

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